North Carolina

Criminal Justice Law Enforcement Automated Data Services (CJLEADS)

Quarterly Report April 2011

North Carolina Office of the State Controller

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I. Executive Summary

In 2008, the General Assembly adopted section 6.15 in S.L. 2008-107, House Bill 2436, and created the Criminal Justice Data Integration Pilot Program. In enacting this provision, the General Assembly found *"that the State's Uniform Crime Reporting technology is based on procedures developed in the 1930s and a design plan developed in the late 1980s. [I]t is abundantly clear that the State must establish a framework for sharing critical information, and the framework must be implemented as soon as possible. With improved access to timely, complete, and accurate information, the members of the General Assembly, leadership in State and local law enforcement agencies, law enforcement officers, and everyone working in the criminal justice system can enhance their ability to make decisions on behalf of the people of the State, with fewer decisions based on instinct or guesswork."* It was the General Assembly's intent in mandating the creation of this Data Integration project to create a statewide crime analysis system designed to save time, save money, and save lives.

The CJLEADS State project team is managed by the Office of State Controller (OSC) and has worked under the guidance of the BEACON Steering Committee, the Wake County Criminal Justice Advisory Committee and the Statewide Interagency Leadership Council. In addition to OSC's project team members, over 100 team members from other organizations and agencies have been actively involved in the design, development and testing of the application. The partner agencies include the Administrative Office of the Courts, Department of Correction, Department of Crime Control and Public Safety, Department of Justice/State Bureau of Investigation, Department of Juvenile Justice and Delinquency Prevention, Division of Motor Vehicles, North Carolina Association of Chiefs of Police, North Carolina Sheriff's Association and the Wake County courts.

Subject matter expertise and guidance on industry best practices is being provided with the assistance of George Ake of the National Institute of Justice, Fletcher Clay, former Patrol Commander of the North Carolina State Highway Patrol, and Ike Avery, former Senior Deputy Attorney General of the NC Office of the Attorney General.

The General Assembly charged the OSC with the responsibility of developing and implementing a Criminal Justice Data Integration Pilot Program in Wake County and then to expand the project statewide. The initial charge to OSC was to integrate and provide up-to-date criminal information in a centralized location using a secure connection for use by State and local government law enforcement and court personnel. To accomplish this purpose, the State Controller selected SAS as a vendor partner and in collaboration with criminal justice organizations in the State of North Carolina and Wake County, developed and implemented the Wake County Data Integration Pilot Program now known as CJLEADS.   Consistent with the legislature's intent, CJLEADS has two primary objectives:

1. To provide a comprehensive view of an offender through a single application, allowing for positive identification of an offender through a photographic image.

2. To provide an "offender watch" capability to alert criminal justice professionals when an offender has a change in status.

After consolidating 41 million out of 80 million files representing 13.6 million offenders, the Wake County Pilot deployment and evaluation was completed in December, 2010. Details on the evolution and development of the Pilot project can be found in past legislative reports. Statewide deployment to the Phase I upper and lower piedmont regions of the state began in January, 2011. Through the end of March of this year, 101 local, state, and federal agencies (out of 151 identified organizations) have worked with the CJLEADS business operations team to gain access to the application. This brings the total regional agencies using the application (including Wake County) to 146.

Since January 1, 2011, over 2,380 individuals from the Phase I deployment have been trained, and over 5,000 users are now able to access CJLEADS. These individuals were trained in classes that were held at OSC facilities as well as in training facilities located in police departments, courts buildings, community colleges and universities throughout the piedmont region. In addition, 23 web classes have been conducted to provide User Administration training for agency user administrators, and two web-based end user training classes were completed with the Buncombe County District Attorney's Office. We are also pleased to report that the CJLEADS "*Train the Trainer Program*" was initiated with 21individuals undertaking the coursework to receive the CJLEADS trainer certification status.

This report provides an update on CJLEADS statewide deployment activities as well as information on the development, operations, and maintenance of the project application.

II.   CJLEADS Statewide Deployment – Phase I

A. CJLEADS Deployment – Regional Law Enforcement

The statewide deployment was initiated with CJLEADS Kick-off Meetings for Phase I which included the counties located in the upper and lower Piedmont areas of the state. For a map of the statewide deployment regions, please see Appendix B.

As of March 28, 2011, statistics for Phase I of the CJLEADS statewide deployment include:

- 101 agencies of 151 Phase I identified organization including local, state and federal agencies have worked with the CJLEADS business operations team to gain access to the application. This brings the total regional agencies including Wake County to 146.
- Over 2,380 end users were trained in CJLEADS classes since January 1, 2011. Classes were held at OSC facilities as well as in training facilities located in police departments, courts buildings, community colleges and universities throughout the Piedmont.
- 23 web classes have been held to provide User Administration training for agency user administrators. In addition, the two pilot web-based end user training classes were completed with the Buncombe County District Attorney's Office.
- The CJLEADS Train the Trainer Program was initiated with 21individuals beginning in CJLEADS trainer certification.

The CJLEADS Business Operations team continues to on-board law enforcement agencies throughout the Piedmont region. The process to on-board agencies follows several steps:

1. Agencies execute a license and usage agreement to ensure that agencies have reviewed and agreed to the Information Access Policy for the CJLEADS Information System. The executed agreement includes critical contact information for agency technical, training and user administration personnel.   Execution of the license agreement provides agencies with the delegated authority to manage their organization's access and usage of CJLEADS.

2. Agencies manage their organization's user administration activities. CJLEADS uses the North Carolina Identity Management System (NCID) to authenticate CJLEADS end users. While most state organizations currently use NCID for other programs such as BEACON HR/Payroll and NC Mail, many of the local and federal organizations are not registered with NCID. The CJLEADS Business Operations team assists each agency in registering with NCID and provides User Administrator training for both NCID and the CJLEADS User Administration tool. User

administrators attend a 2-hour webinar that explains the NCID and CJLEADS user administration functions. Once this training is complete, the agency user administrator can begin to add authorized users to the CJLEADS system.

3. Agencies schedule their organization's users for CJLEADS training. Training coordinators are provided instructions for registering students for class via an on-line training registration system. Classes review the sources of data in CJLEADS, system navigation and the unique functionality of CJLEADS. CJLEADS training classes have been conducted throughout the Piedmont counties, using facilities provided by local law enforcement agencies, state universities, community colleges, and courts facilities. Use of these locations has allowed the CJLEADS Business Operations team to minimize the costs of offering training throughout the Piedmont.

B. CJLEADS Deployment – Statewide Organizations

CJLEADS Business Operations is also deploying to agencies that have personnel statewide including the NC Courts personnel, law enforcement with state agencies such as Department of Environment and Natural Resources (DENR), NC Wildlife Resources Commission, State Highway Patrol (SHP), Department of Insurance (DOI), State Bureau of Investigation (SBI), and Department of Correction (DOC) prison and community corrections personnel. The deployment objective for these organizations is to reach their statewide user base more quickly and efficiently.

The CJLEADS Business Operations team has leveraged training opportunities to rapidly deploy to these organizations. For example:

- Over 220 end users were trained during annual in-service training for DENR, Wildlife, and DMV.

- CJLEADS worked closely with DENR to include CJLEADS training in annual in-service training for State Park Rangers. This eliminated additional travel time to attend CJLEADS classes and allowed all State Park Rangers to be trained in 10 weeks. DENR also leveraged the Train the Trainer program and now has certified instructors who can provide CJLEADS training classes.

- Wildlife provided CLJEADS Training to sergeants during annual in-service training. Additional personnel will be trained at a later date.

- DMV included CJLEADS classes during previously scheduled training for License and Theft law enforcement officers.

- Administrative Office of the Courts worked closely with the CJLEADS Business Operations team to schedule regional training in a variety of locations throughout the state. Training at Judicial facilities allowed courts personnel to attend training without extensive travel. Court personnel are also able to register for training classes

scheduled for local law enforcement organizations in their area. The CJLEADS Business Operations team is currently working with courts organizations to offer CJLEADS training at conferences scheduled later in the year for District Attorneys, Judges, and Magistrates.

- Department of Corrections is currently planning for CJLEADS training to be held in conjunction with other DOC application training to minimize travel and expenses.

C. CJLEADS Operations

The CJLEADS Business Operations team continues to refine and expand business processes, procedures and policies to support statewide technical and business operations.

1. The CJLEADS business operations team has developed extensive training materials for user administration and end user training to include a User Guide, Frequently Asked Questions, and Quick Reference Information. In addition, the team continues to add web-based training vignettes to allow CJLEADS users to review specific system functionality or learn about new data or features of the system.

2. The CJLEADS Business Operations team, with assistance from the Department of Administration, implemented a state developed web-based training registration system application. The CJLEADS team maintains class schedules via the registration tool and provides instructions to agency training coordinators to allow them to register students at convenient times and locations. Training logistics personnel are continually securing commitments from training facilities, scheduling classes and assigning CJLEADS trainers to ensure a wide variety of training options for CJLEADS end user organizations.

3. The CJLEADS (http://www.cjleads.nc.gov/) website provides valuable information for end-user organizations, including instructions for gaining access to CJLEADS, training schedules and registration information, and CJLEADS background and history. The website also provides contact information for technical and customer support as well as opportunities to provide feedback and suggestions to the project team.

4. CJLEADS customer support is provided collaboratively by the Department of Justice (DOJ) Customer Support Center (CSC) and the CJLEADS Business Operations team. The DOJ CSC provides 24x7 telephone support to CJLEADS end users with assistance in resolving user id and access issues and responds to or escalates questions about CJLEADS functionality and data. The OSC executed a Memorandum of Understanding with DOJ and provided funding to support the operation of the DOJ Customer Support Center. Leveraging the infrastructure and expertise of the DOJ CSC rather than establishing a separate CJLEADS support center resulted in significant cost savings for the state.

D. CJLEADS Feedback and Usage

1. End User Feedback

A survey completed at the conclusion of the Wake County Pilot indicated that users were exceptionally satisfied with the function, content, and capabilities of the CJLEADS application. The team regularly reminds our user community to offer feedback on how the application is working, suggestions for refinement and success stories. Much of the feedback received to date focuses on how CJLEADS allows law enforcement and court personnel to make more efficient, effective decisions. Other feedback relates to success in capturing criminals and improved safety.

Efficient and Effective Decisions

- Roxboro PD Officer indicated that CJLEADS has allowed him to run various license plate and driver's license numbers without having to tie up his dispatchers. He has used it quite a bit when verifying a subject's identity. He added that the system is very simple, easy to use, and practically fool-proof.
- Raleigh PD Officer said CJLEADS has been an extraordinary tool to use in the field of law enforcement. By using CJLEADS he has a tactical advantage with suspects because he has advanced knowledge of individuals in matters of law enforcement prior to engagement or enforcement action. He added that knowing the history of the subject prior to interaction permits the officer to enhance preparation in dialog during the investigatory process, thus aiding in an officer's safety.
- Mint Hill PD Officer, who is also a School Resource Officer at a large high school, said CJLEADS is invaluable for ease of use. He added that it is such a pleasure to have all this information at my fingertips, without having to call numerous agencies for the help.

Catching Criminals
- Person County Sheriff's Office – During a narcotics investigation, the Sheriff's Office had an individual under surveillance for several hours. The individual was driving a car with dealer tags so he could not be identified through DMV. The suspect shopped in a "big box" store and the officers obtained surveillance camera images. Several hours later the suspect entered an unknown residence. The officer ran the address in CJLEADS and found all the information on the suspect including a DMV photo that matched the surveillance image.
- Charlotte Mecklenburg PD Officer – The officer stopped a woman for speeding and checked for outstanding warrants but did not find any. Subsequently, the officer attended CJLEADS training and ran all his pending court cases. He found that this woman had aliases and warrants in Mecklenburg and Robeson counties. When she appeared for court, the deputy confirmed the warrants and she was arrested. Without CJLEADS the officer would not have discovered this information.

Public Safety

- Raleigh PD Officer – An elderly woman with dementia wandered away from her home and crossed one of the busiest streets in North Raleigh during rush hour traffic. She could remember only her name and the name of her son. The officer looked up the son through CJLEADS, found an address, and safely returned the senior citizen to her home.

Suggestions for Improvement

The most consistent suggestion for improving CJLEADS is to extend the 30 minute "time-out" feature. To meet federal and state security guidelines, the CJLEADS application automatically logs the user out of the system after 30 minutes of inactivity. Feedback from the officers indicates that other criminal justice applications allow users to stay logged on for longer periods in secure locations, including police vehicles. The timeout feature is inconvenient when an officer needs to quickly run a query and finds he/she must re-login to the system.

The CJLEADS project team is researching the security regulations to understand alternative solutions or extended timeout parameters and will work with project stakeholders to determine if the time-out feature can be modified.

For more feedback from CJLEADS users, please see Appendix C

2. **CJLEADS Usage**

The number of users accessing CJLEADS continues to grow as deployment and training activities expand throughout the state. In addition, the level of inquiries per user is also increasing. The statistics below compare usage from October through December to usage from January through March:

- CJLEADS average number of users weekly has grown from 681 to 1158 as deployment is spreading through the Phase I counties.
- CJLEADS offender searches increased from an average of eight searches per user daily to 15 searches per user daily. Offender records accessed grew from an average of seven offenders accessed per user daily to 11 offenders accessed per user daily.
- CJLEADS DMV searches accessed increased from an average of six searches per user daily to 10 searches per user daily. DMV records accessed also grew from an average of six records accessed per user daily to 10 records accessed per user daily.

III. CJLEADS Statewide Deployment – Phase II

Following the CJLEADS statewide deployment recommendation, the CJLEADS project team completed deployment activities in the Phase I regions (Upper and Lower Piedmont). Phase II kickoff meetings have been scheduled in the lower western and lower eastern regions of the state. Meetings will be held in the following locations:

- May 17, 2011 – Buncombe, Haywood, Madison counties - Asheville-Buncombe Technical Community College, Asheville, NC
- May 18, 2011 – Mitchell, Yancey, McDowell counties - Mayland Community College, Spruce Pine, NC
- June 1, 2011 – Sampson, Cumberland, Duplin counties – NC Justice Academy East Campus, Salemburg, NC
- June 2-3, 2011 – Johnston, Harnett, Wayne counties – Johnston Community College, Smithfield, NC
- June 7, 2011 – Henderson, Transylvania, Polk, Rutherford counties, Hendersonville Police Department, Hendersonville, NC
- June 8, 2011 – Cherokee, Clay, Graham counties – Tri-county Community College, Murphy, NC
- June 9, 2011 – Macon, Swain, Jackson counties – Southwestern Community College, Franklin, NC
- June 21-22, 2011 – Columbus, Robeson, Bladen counties – Southeastern Community College, Whiteville, NC
- June 22-23, 2011 – New Hanover, Brunswick, Pender – Cape Fear Community College, Castle Hayne, NC
- June 28, 2011 – Onslow and Carteret counties – Coastal Community College, Jacksonville, NC
- June 29, 2011 – Craven, Pamlico, Lenoir, Jones counties – Craven County Sheriff's Office, New Bern, NC

Training for the Phase II counties will being in July, 2011, and will continue through December, 2011. Agencies will execute their license and usage agreements, send their user administrators to training and register end users for training classes to obtain access to CJLEADS.

The CJLEADS team has worked diligently to find ways to reduce the costs associated with deployment of the CJLEADS application. A large number of local law enforcement organizations, AOC, DOJ, community colleges and universities have allowed CJLEADS to hold kick-off meetings and conduct training classes in their facilities at no cost. CJLEADS Business Operations has developed web-based training for agency User Administrators to avoid unnecessary travel expenses, and this option is now available for end user training as well. The team has leveraged existing in-service training and conferences to offer training when an organization already has personnel assembled at a central location.

IV. CJLEADS Development and Maintenance

The CJLEADS Project team continues to work with end users, data source agencies, and SAS to add valuable data and functionality to the application.

NCID Next Generation

ITS completed its implementation of NCID Next Generation (NG). CJLEADS migrated to NCID NG in February, 2011. The SAS project team has completed the required modifications to the user administration utility for the NCID NG upgrade and added new user administration reports and functionality for upgraded NCID technology. The new generation provides user self-service functionality to allow users to unlock their accounts, reset passwords, and manage their user identification.

The CJLEADS project team provided updated user administration documentation as well as refresher training for NCID NG administration tools.

Interim Release

An interim application release was completed and deployed in February, 2011. This release provided enhancements to existing functionality, updated several technical components and completed additional reporting requirements. The interim release included the following deliverables:

- Print capability for DMV person and vehicle information
- User Administration reports
- Enhancement of warning icons to include DOC charge information
- CJLEADS usage reports and statistics
- Conversion of remaining user interface queries and reports to AsterData
- Updates to role-based security

V. Application Development Activities - CJLEADS Release III

In our ongoing effort to meet the initial legislative mandate, a final release for this fiscal year is planned for May, 2011. This release will include:

- Web Security Certificate – the CJLEADS application is currently controlled by several layers of security including Internet Protocol (IP) address restriction, secure user ids and passwords, role-based security and auditing. As the statewide deployment is progressing, however, the management of IP address authorization has proven to be cumbersome and time consuming. Many organizations are not able to provide private network IP ranges. To resolve this issue, the CJLEADS team is working with SAS to develop and test a web security certificate. A client certificate will be provided to all authorized users. Access to the CJLEADS application will be limited to web traffic originating from a laptop or desktop that has the client certificate installed.

- Advanced Search Capability – advanced search will allow the user to further refine search criteria to narrow a large search result. Often when offenders have very common names, the search result set is large and it may be difficult to find the individual of interest. The Advanced Search will allow the user to use more detailed information to focus in on the person of interest. Future enhancement of the Advanced Search capability will allow for searching for "unknown" individuals using physical characteristics, geographic data, warning icons and offense categories.

- Concealed Handgun Permits – concealed handgun permits will provide law enforcement with a concealed handgun permit indicator and basic information about an individual's concealed handgun permit.

- My Activity Detail – my activity detail provides users with the ability to look back historically at queries they have made through the system. If an officer ran a query as part of a motor vehicle accident, for example, he would be able to look up and rerun that query when completing the paperwork and reports later at the office.

- General Links – a General Links page will provide a convenient link to other applications that are widely used by the CJLEADS community. These links may include the Federal Bureau of Prisons, National Sex Offender Registry, NC SAVAN and other pertinent state and federal agencies.

- Other enhancements will continue to refine clustering, searching, and performance.

With each new release of the application, the CJLEADS team will complete several activities as part of the release deployment:

1. **Refresher Training**

   To ensure that all existing users understand the new functionality associated with Release II, the CJLEADS Business Operations team will develop end user refresher training that will instruct users on the new functionality and data available. To minimize cost and lost work time, the refresher training was offered via web-based training, recorded demonstrations and updated end user documentation.

2. **Penetration Testing**

   As required by the contract, SAS will work with an independent third-party vendor to conduct penetration testing on the hosted technical environment. Penetration testing activities assess the technical environment and identify any areas that may need to be addressed to ensure the security and integrity of the technical environment. The penetration testing results continue to give a "Highly Secure" rating for the CJLEADS application.

   As each new release of the application is deployed, penetration testing is repeated to continue to ensure the security and integrity of the application.

VI. CJLEADS Application Design and Development

Consistent with the original legislative mandate, development will continue to incorporate additional sources of critical criminal justice information in CJLEADS. The project team is developing a statement of work for the continued design and development in FY 2011-2012. The following areas of future functionality will be considered for the next phase of development:

1. Federal Interface – Unrestricted or Hot Files

   Both the courts and law enforcement have emphasized the critical need for a federal interface to allow users access to federal and other states' information via CJLEADS. There are a number of security and policy issues that must be addressed to allow CJLEADS to develop an interface to federal systems.

   The initial development will focus on the federal unrestricted or hot files. These files provide national wants and warrants, as well as stolen vehicles, stolen weapons, and missing persons. The CJLEADS project team will work closely with DOJ/SBI to

determine the correct approach, design and security considerations for developing a federal interface.

2. NC Wildlife Resource Commission licenses and vessel registrations – preliminary web service development work has started but the web service must be completed and the interface tested in preparation for release to the end users.

3. Facial Recognition – the ability to positively identify a suspect, offender, or unknown person in the field is critical to law enforcement. The CJLEADS team, in collaboration with DMV, will analyze the ability to capture a photograph in the field and find potential matches for identification purposes using the DMV facial recognition technology.

4. DMV Partial Plate – currently the CJLEADS/DMV interface allows for vehicle searches using an exact license plate match or a partial Vehicle Identification Number (VIN). Partial plate searches must be requested from DMV. Because witnesses often remember parts of the license plate during a traffic or crime incident, law enforcement indicated that searching partial plates online would enhance the ability to respond to incidents more quickly.

5. CCBI images and data – CCBI captures photographic images for all individuals arrested in Wake County. CCBI images and identifying information will help complete the Wake County jail information.

6. Public Safety for national and regional events – users have requested the ability to use the statewide repository of information available in CJLEADS for research and investigation prior to national and regional events held in North Carolina. In advance of events, such as the national political convention scheduled in Charlotte in 2012, law enforcement conducts extensive research and investigation to prepare security briefings for state, local and federal law enforcement. Similar investigation takes place when U.S. or state government officials participate in regional conferences or appearances. Law enforcement has requested development of reporting and investigative inquiry capabilities for these events.

7. Offender Merge Capability – incomplete or limited identifying information often prevents the ability to merge all records for an offender together into a single cluster of information. A search result, therefore, may show several clusters for the same individual. As the criminal justice professional reviews multiple clusters of information about a person, he/she may need the ability to combine clusters to view all the information together as a single profile.

8. Advance Search Capability – enhancing the Advanced Search feature to allow law enforcement to search for "unknown" persons using physical characteristics, geographic locations, charge types and categories, warning icons and other criteria.

9. Several organizations have requested web services from their state systems to access data in CJLEADS. Department of Correction has expressed interest in web services to

provide CJLEADS data to probation and parole officers. While the web service capability is available, the requesting agency must provide its business requirements so the web service can be fully defined.

10. Web service to provide more "real-time" data to CJLEADS for time sensitive information from the NCAWARE on-line warrant system. AOC has indicated that their current resource limitations will prohibit this development task unless funding is made available to support AOC resources.

11. Juvenile Case Records - finalization of business requirements for the data, security and auditing is still pending. AOC has indicated that their current resource limitations will prohibit this development task unless funding is made available to support AOC resources.

12. Business Analytics - with the data integrated into CJLEADS, there is unlimited potential to mine the data for statistical analysis and reporting. Court and law enforcement personnel have suggested numerous opportunities to leverage the information in CJLEADS to improve efficiencies and effectiveness through the criminal justice community. The project team will work with business users to determine requirements for data analytics.

    The State project team is beginning development of these reports and each report will be deployed in system releases as they are completed.

    Examples of potential reports and business analysis include:

    - DWI reports that provide court officials with individuals with aging, multiple or pending DWI cases
    - Report of deceased offenders who have outstanding processes will allow those cases to be cleared
    - Report of offenders who have outstanding processes and are incarcerated or have pending court dates will improve the ability to serve those individuals
    - Risk assessment for offenders based on historical data and statistical analysis
    - Offender relationships and connections with other offenders

13. Application Migration - a budget expansion request for $2.7 million was submitted to the Office of State Budget and Management to provide funding for the planned migration of the CJLEADS application from the SAS technical data center environment to a state-hosted data center environment. With the current economic and budgetary constraints, the planned migration will be delayed until funding becomes available.

    SAS will continue to host the CJLEADS application, and the OSC project team will begin to assume certain areas of technical support and application development responsibilities.

The following deliverables will be on hold until a later date, pending the funding for the migration of the application to a state-hosted environment:

1. Identification of the technical requirements and development of a plan to establish a Disaster Recovery site at the ITS Western Data Center.

2. Identification of the technical requirements, support personnel, training and skills, and activities to migrate the pilot application to a state-hosted data center environment.

VII. Communication

OSC personnel continue to share the mission, objectives and status of the CJLEADS project with criminal justice organizations and senior leadership. Group and individual presentations have been made since January 1, 2011 to the following audiences:

- Anson, Stanly, Union Kickoff – January 18, 2011
- North Carolina Association of Chiefs of Police – January 25, 2011
- Davidson, Forsyth, Rowan Kickoff - January 27, 2011
- Lee, Montgomery, Moore Kickoff - January 28, 2011
- Guilford, Randolph, Rockingham, Stokes Kickoff - January 31, 2011 - February 1, 2011
- Hoke, Richmond, Scotland Kickoff - February 2, 2011
- Assistant Director Rene Robinson, State Bureau of Investigation – March 9, 2011
- Regional Supervisors, Federal Bureau of Investigation – March 17, 2011

VIII.   CJLEADS Challenges

The integration of data across disparate applications brings with it many challenges. The following issues have been identified:

A. Funding Availability

For FY 2010-2011, $9.5 million was requested to fully fund the project. The FY 2010-2011 budget authorized $8.8 million, with $8.3 in recurring funds, to continue the development, operations, deployment of CJLEADS to Wake County, and potential expansion beyond Wake County. The reduced funding delayed hiring and training of a number of the project support personnel positions until later in the fiscal year.

To maintain operations in FY 2011-2012, the full annualized recurring funds of $9 million is required to staff the technical and business operations support team, maintain current existing operation levels, continue to design and develop the remaining areas of critical data and functionality, and deploy the application statewide.

The CJLEADS application, and the data integrated thus far, represents a solid foundation for the support of criminal justice but a tremendous amount of work remains before the mission and objectives established by the NC General Assembly are met. Completing the remaining sources of North Carolina information, adding an interface for federal information, expanding the DMV interface capabilities and providing additional reporting is critical to providing law enforcement with a single robust and reliable source of information.

Reduced funding for CJLEADS would severely impact the ability to continue to design and develop additional critical functionality. The program has received extremely positive feedback and has resulted in unprecedented collaboration of state, local and federal criminal justice organizations. Any reduction in design and development funding would likely result in a loss of momentum and collaborative effort with both criminal justice agencies and the current vendor partner.

Session Law 2010-31, House Bill 897, directs that the transfer of the hosting of CJLEADS to the Department of Justice shall be completed by July 1, 2012. A budget expansion request was provided to the Office of State Budget and Management for an additional $2.7 million. This additional funding will allow the state to procure, install and configure hardware, provide for migration services to load software and transfer the application data and programs, test and run the application parallel in both the SAS and DOJ data centers, and finally cutover production to the state environment at the Department of Justice.

Should the $2.7 million in expansion funding not be available in FY 2011-2012, the CJLEADS application hosting in the SAS data center can continue. The SAS hosting services are a cost efficient alternative to hosting the application in-house and the recurring

funds of $9 million annually will allow the application to be hosted and supported at SAS while continuing the design and development of new functionality and the deployment of the application statewide.

Estimated costs are listed below:

Estimated Costs

	FY 2009-2010	FY 2010-2011	FY 2011-2012	FY 2012-2013	FY 2013-2014
	Actual	Estimated Cost	Estimated Cost	Estimated Cost	Estimated Cost
SAS Hosted Solution					
State Personnel Resources	$390,601	$2,195,283	$2,623,730	$2,575,000	$2,575,000
Development/Hardware/Software	$7,252,426	$6,664,805	$6,376,270	$6,425,000	$6,425,000
Migration to State Data Center *	$0	$0	**$2,772,732**	$326,732	$326,732
Total	**$7,643,027**	**$8,860,088**	**$11,772,732**	**$9,326,732**	**$9,326,732**

* FY 2011-2012 includes estimated costs to procure hardware, establish a technical environment in a state hosted facility, migrate the application to the state hosted facility and develop a Disaster Recovery site.

Estimated costs represent direct project costs including vendor licensing, continued design and development, data center hosting costs including hardware refresh and maintenance, software licensing, operations and support, and full-time project personnel.

Return on Investment

CJLEADS has a three-year estimated cost of $30 million to support 30,000 criminal justice professionals statewide, including approximately $2.7 million to migrate the application to a state environment and establish a disaster recovery site in year three (FY 2011 – 2012). Initial estimates of on-going operations and maintenance are approximately $9 million annually.

Return on investment is found as intangible benefits. Intangible benefits after completing Phase I of the CJLEADS statewide deployment are estimated to be approximately $22 million annually. These projected benefits, based upon Wake County's current usage, include:

- CJLEADS will provide a more efficient method for law enforcement searches by providing a wider variety of information through a single search facility. Updated estimates based on the usage of CJLEADS during the Wake County Pilot indicate that on average 250 users run 15 offender or DMV searches/queries daily. Estimating each query saves conservatively five minutes per search/query, the cost savings annually would be $2,851,563 in Wake County alone. With similar results in five additional Phase

I counties (Mecklenburg, Guilford, Forsyth, Orange, and Durham), the savings in these counties would conservatively be $14.2 million annually. This does not represent a reduction in workforce, but improved efficiency as well as improved information and decision making by law enforcement officers.

- Similar to an appraisal of the value of life in court cases, based upon life span and earning potential, an average estimate of the value of a life saved is $1.125 million. If the use of CJLEADS when fully deployed statewide saves four lives annually, the intangible benefit is $4.5 million per year.

- Wake County courts estimate that CJLEADS will save 33% of the resource time required to research information per court case. Based on 14,500 felony cases per year, CJLEADS would save $72,500 annually in Wake County for felony case research. This does not represent a reduction in workforce, but an improved efficiency as well as improved information and decision making by court officials.

  Given these intangible benefits compared to project costs, the return on investment analysis, based on just the largest NC counties, demonstrates a project break-even timeframe of five years, or after the third full year of operations. The Return on Investment analysis is provided in Appendix D.

  Feedback from CJLEADS End Users offers insight into other areas of costs savings with CJLEADS:

- CJLEADS information helps reduce paperwork and work-hours to process and serve Failure to Appears for individuals who did not appear in court because they are in custody somewhere else in the state.

  Highpoint Police Department, Police Information Technician – "CJLEADS has been beneficial in finding that Failure to Appear papers are being issued on subjects that are already in custody somewhere in the state. I have been able to return the Order for Arrest back to the clerk."

- CJLEADS information allows officers to find court dates for offenders and serve warrants or apprehend the offender at court.

  The NC Department of Insurance (DOI) used information in CJLEADS to discover that a wanted fugitive had an upcoming court date in New Hanover County. By apprehending the fugitive when he appeared in court, NC DOI avoided several hours of surveillance by its investigators.

- CJLEADS information allows officers to identify individuals in the field, avoiding the need to take the individual to jail.

  Raleigh Police Department Police Officer – "I can say for certain that plenty of average citizens have been saved a trip to jail thanks to the CJLEADS DMV information since I

am finally able to view driver's license pictures of everyday people when I pull them over and they have forgotten their license. Just a few months ago it seemed like the only people who were saved a trip to jail were the people who had already been arrested since they were the only people with photo identification that I could access in CHIEFS."

- CJLEADS information enables inter-agency collaboration by providing statewide information

  Charlotte Mecklenburg Police Department Police Officer – "The other night I was out with several subjects on motorcycles hanging out on a back street. I ran the names through NCIC but also ran the names through CJLEADS and one of the names had a Felony warrant out of Gaston County for B/E but the warrant was not entered into NCIC. CJLEADS caught it and we called Gaston county and sure enough the warrant was active and in hand."

- CJLEADS information enables better informed decisions by providing statewide information

  Charlotte Mecklenburg Police Department Police Officer – "I made a traffic stop and both subjects in the vehicle provided me with NC license and ID. Both subjects had addresses in Morganton NC. Only one of the subjects had been arrested in Mecklenburg County but it was for something minor. Because of CJLEADS I was able to pull up their criminal histories in the counties where they had been arrested. Both subjects had numerous arrests for drugs, and one of the subjects had violent gun charges. With that information I decided to pat down the subjects and vehicle for weapons. During the pat down for weapons of the vehicle, a hairspray bottle was located that contained over 57 grams of crack cocaine. Without CJLEADS I would have never known the criminal history of these two subjects."

  High Point Police Department Administrative Assistant to the Court - A repeat violent offender who had been called in by our Violent Crimes Task Force and warned to stop his violent crimes, was arrested for robbery while on probation. I quickly accessed the CJLEADS summary and the ADA commented how clear and concise the information was presented. The ADA added that she rarely has time during 1st Appearance Court to sort through the paperwork to find all the relevant information. She found the sex offender registry section very helpful and mentioned the actual sentence results with end dates, along with community corrections dates, particularly helpful. Our offender was given a million dollar bond largely because the information was so clearly presented to the judge.

Expenditures FY 2010 - 2011

Expenditures as of February 28, 2011 are provided below:

As of February 28, 2011

		Estimated	Actual	Available Balance
CJLEADS Funding				
Recurring Funding	*	$8,360,088		
Non-curring Funding		500,000		
Miscellaneous Expenditures				
		$8,860,088		
CJLEADS Expenditures				
Total Project FY 2010 - 2011		$8,860,088		
State Project Team Expenditures			$782,013	
Pilot Hosting Contract Services			$2,438,991	
Pilot Development Contract Services			$1,364,513	
SAS ELA Renewal			$2,000,000	
Miscellaneous Expenditures			$42,358	
CJLEADS Total		$8,860,088 *	$6,627,875	$2,232,213

* Initial budget documents requested total funding of $9.5 million. Reduced budget results in deferring positions until later in the fiscal year. When positions are filled, annualized funding to support those positions will be required.

Funding

Senate Bill 897 Session Law 2010-31 provides $8.8 million in funding for FY 2010-2011. The following chart provides a summary of funding allocation to support the production implementation of the CJLEADS Wake County Pilot application.

FY 2010 - 2011

		Appropriated/ Available	Committed/ Expended
CJLEADS Funds			
FY 2010-2011 Appropriation		$8,860,088	
SAS Contractual Hosting Services			$2,438,991
SAS Contractual Development Services			$2,225,814
SAS Judicial Branch License			$2,000,000
State Project Team Expenditures			$2,195,283
	CJLEADS Total	$8,860,088	$8,860,088
Unexpended Data Integration Funds		$3,784,221	
Executive Branch ELA Renewal			$2,000,000 *
	CJLEADS Total	$3,784,221	$2,000,000
	Total	$12,644,309	$10,860,088

* Senate Bill 897 Session Law 2010-31 directs $2,000,000 to the Executive Branch ELA.

B. Resource Availability

Over 100 state employee volunteers from various agencies make up the CJLEADS state project. Most of these personnel resources are participating on the CJLEADS project in addition to completing their day-to-day job responsibilities. While the state project team has been actively engaged and supportive of the project, limited resources within each agency, as well as conflicting projects and priorities, have at times impacted the ability of those resources to meet project deadlines and provide the responsiveness necessary to maintain the project schedule.

Data source agencies have indicated challenges in providing personnel resources to support the data interfaces with CJLEADS, to analyze data quality issues, and to design and develop future areas of data and functionality. As a result, the OSC has drafted Memorandums of Understanding (MOU) to define the collaborative relationship necessary to fully support the criminal justice data sharing and integration needs for CJLEADS. The MOU provides funds to the agency to assist in the financial needs of supporting the CJLEADS program.

These MOUs were sent to the Administrative Office of the Courts, Department of Correction and Department of Transportation in early November, 2010. The Department of Transportation is currently reviewing the MOU. AOC declined the offer of funding associated with the MOU, indicating that significant additional funding and positions would be necessary to support future AOC participation. The Department of Correction has not responded to the MOU.

C. Aggressive Timelines

The CJLEADS project team has recommended an aggressive deployment timeline in an effort to provide access to CJLEADS throughout the state as quickly as possible. The project team is leveraging as many efficiencies as possible to meet this aggressive timeline, including "Train the Trainer" programs, previously scheduled in-service training, conferences, and seminars, web-based training, and of course regional training throughout the state.

While deployment is taking place, the project team will also be completing design, development, testing and deployment activities for Release III of the application, with an anticipated release date in May, 2011. These activities will require refresher training and updated documentation for all existing users of the CJLEADS application.

D. System Access

As the CJLEADS project team has met with criminal justice professionals throughout the state, one challenge to the deployment of CJLEADS is limited access to the internet when criminal justice professionals are in the field. Nearly all office facilities have adequate communication bandwidth and internet capabilities to gain access to CJLEADS.

In some organizations, however, access to the application via laptops and air cards in the field is limited. The State Highway Patrol, smaller police organizations, rural areas, and probation and parole officers have indicated limited access to the internet using mobile computer equipment. Access to CJLEADS information and photographic images in the field is critical for the most effective use of the system. Internet access is limited through the CJIN Mobile Data Network, and bandwidth will not support transmission of photographic images.

Consideration must be given to improving mobile computing for criminal justice professionals throughout the state. Procurement of mobile computer equipment, air cards, and improvements to the CJIN Mobile Data Network may be necessary not only for access to CJLEADS, but also for access to other new web-based systems including NCAWARE. The CJLEADS project team will share these concerns with the Leadership Council for their review.

In addition, a number of organizations that are tasked with the administration of criminal justice but do not fall into our currently defined user communities have requested access to CJLEADS. The CJLEADS Business Operations team is working with those organizations as well as our data source agencies to determine a procedure for reviewing these requests and determining appropriate access to CJLEADS.

Finally, a number of agencies, including federal organizations and some local agencies with sworn law enforcement, do not readily meet the NCID User Type categories. The CJLEADS team has initiated a request with ITS to evaluate these groups and determine how their organizations can be established in NCID. The OSC is acting as the user administrators for the federal agencies in the interim.

IX.   Next Steps

The following activities will be undertaken during the second quarter of 2011:

1. Statewide Deployment
    a. Complete Phase I training
    b. Complete Phase II Kickoff Meetings
    c. Continue deployment to statewide agencies including NC Courts, SBI and SHP

2. Release III – Spring, 2011

    a. Complete Release III development items and test in preparation for deployment
    b. Update all user documentation and refresher training materials

3. Release IV/Release V – FY 2011-2012 – pending funding availability

    a. Review priorities and set deliverables for next releases of the application
    b. Develop statement of work for releases
    c. Determine work effort and release schedule

4. Extend vendor hosting contract and support requirements

5. The Interagency Leadership Council will provide guidance and support for the CJLEADS application deployment. The council will address future governance structure and procedures to support the migration and operations and maintenance of CJLEADS in a production environment.

6. The State project team will document areas for continuous improvement and future enhancements for the CJLEADS application.

Appendix A: Criminal Justice Pilot Program Committee Membership

BEACON Program Data Integration Steering Committee

Agency	Representatives
Office of the State Controller	David McCoy, State Controller – Committee Chair
Office of Information Technology Services	Jerry Fralick, State CIO
Department of Correction	Alvin Keller, Secretary of Correction
Department of Administration	Moses Carey, Secretary of Administration
Department of Transportation	Mark Foster, Chief Financial Officer
Department of the State Treasurer	Janet Cowell, State Treasurer
North Carolina Department of Justice	Greg McLeod, Director, State Bureau of Investigation
Office of State Budget and Management	Andy Willis, State Budget Director
Administrative Office of the Courts	Judge John Smith, Director, Administrative Office of the Courts

Advisory Committee

Representatives
Colon Willoughby, Wake County District Attorney - Committee Chair
Maggie Brewer, 10th Judicial District Manager, Division of Community Corrections
Howard Cummings, Wake County Assistant District Attorney
Lorrin Freeman, Clerk of Superior Court, Wake County
Barker French, appointee representing President of Duke University
Sheriff Donnie Harrison, Wake County Sheriff's Office
Diane Isaacs, Acting 10th Judicial District Manager, Division of Community Corrections
Tim Montgomery, Chief Juvenile Court Counselor, 10th Judicial District
Judge Robert Rader, Chief District Court Judge, 10th Judicial District
Judge Donald Stephens, Senior Resident Superior Court Judge, 10th Judicial District
Magistrate Judge Gary Wills, Chief Magistrate Judge, 10th Judicial District
Chris Creech, Information Technology Manager for the Wake County, Sheriff's Office
Professor Joe Kennedy, University of North Carolina

Collaborative Agencies

Representation
Department of Justice
Administrative Office of the Courts
Department of Juvenile Justice and Delinquency Prevention
Department of Correction
Department of Crime Control and Public Safety
Department of Transportation
Local Law Enforcement Agencies

CJLEADS
Regional Deployment
Phase One
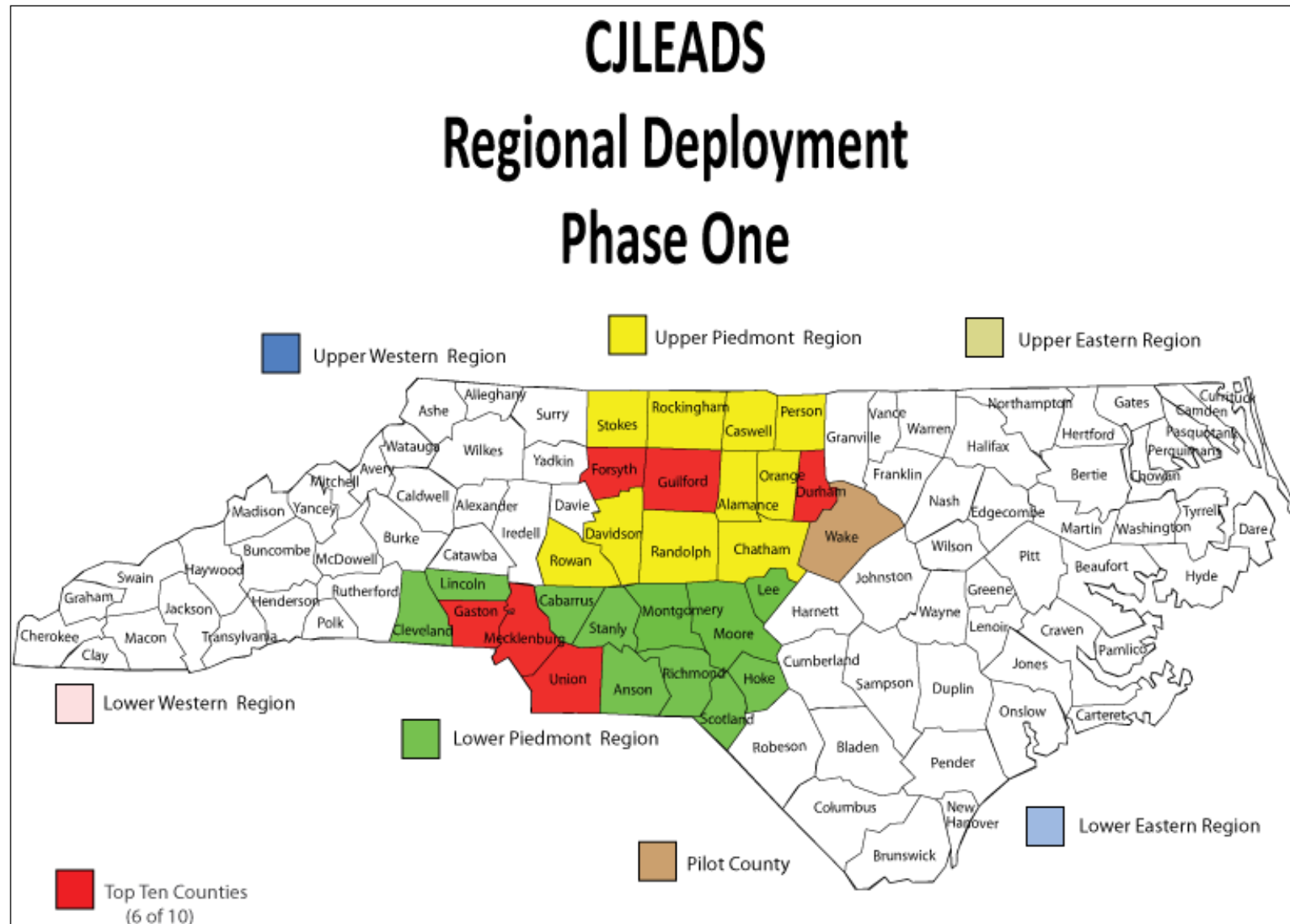
CJLEADS
Regional Deployment
Phase Two

CJLEADS
Regional Deployment
Phase Three

■ Upper Western Region

■ Upper Piedmont Region

■ Upper Eastern Region

■ Lower Western Region

■ Lower Piedmont Region

■ Lower Eastern Region

■ Pilot County

■ Top Ten Counties (10 of 10)
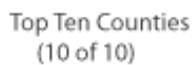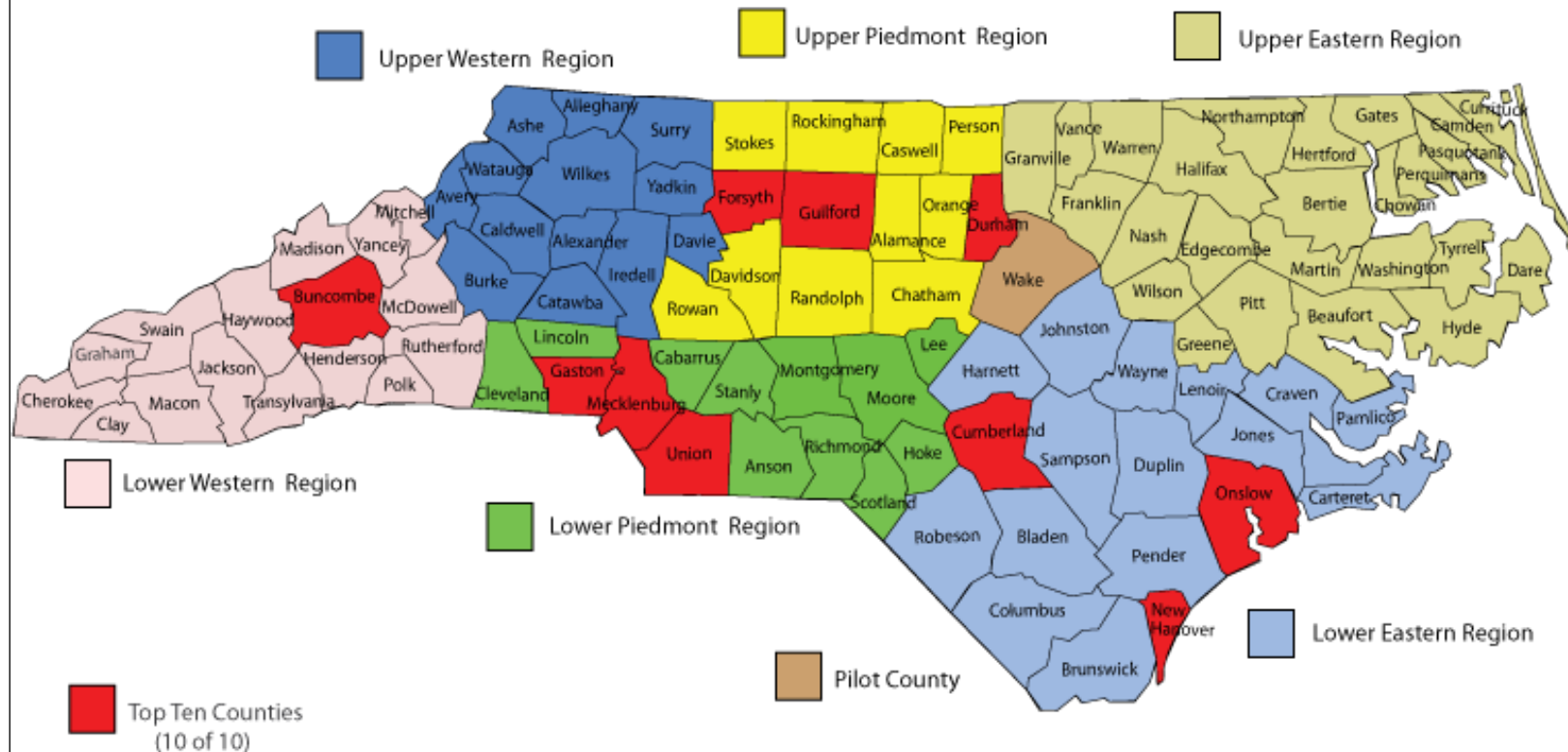
Appendix C: CJLEADS User Feedback

Carrboro PD – Officer D. DeShaies

CJLEADS has helped me identify offenders and provides a much easier to read interface when I am out running traffic in town. CJLEADS has helped me serve several warrants that I otherwise would not have been able to serve because the information was just not available elsewhere.

The 30 minute time-out feature renders CJLEADS difficult and challenging at best to use on enforcement actions. I have now lost count on the number of times I've opened my laptop to run a license plate in CJLEADS only to discover that it has timed out and I need to re-enter my password (something which is difficult to do while mobile). I would use the program far more frequently if it did not time out every 30 minutes.

Thank you for all your work with the program

Cary PD – Sr. Police Officer T. Knicks

CJLEADS greatly increases my ability to identify offenders with multiple sources of information especially DMV photos all at my fingertips. I have also served countless warrants and criminal summons that I never would have found because they were old or from other counties. It is a valuable tool that I hope can be integrated into our existing cad/mct system in the future.

Keep up the good work!

Charlotte/Mecklenburg PD –

Det. B.L. Wakeland

Although the investigation is still ongoing, I had received intelligence information from a street source that an <suspect name> is possibly responsible for an armed robbery of a person back in January 2011. (Case specific) The female closed her business and was followed home and as she got out of her vehicle robbed at gunpoint of the business deposit bag containing a large amount of currency. This source provided the current location for <suspect name>. (Staying with a girlfriend)

Conducting database researches in our CMPD local system, I could not find <suspect name>, [he was] only in DMV. I placed him into CJLEADS and learned he was flagged "warrants" (Cabarrus county and Rowan county), picture, known to be CCW/Officer Safety, and history.

Our goal in the next few days is to utilize the CJLEADS picture in photo line-ups to the robbery victim. Make the case, arrest him on the current Cabarrus/Rowan warrants, and do the interview!

Det. A.C. Kelly

CJLEADS has helped me tremendously. In one particular case I only had a previous address (boarding house) and a nickname on a suspect. By running the address in CJLEADS I was able to identify a suspect in my case whose only run in with the law was a traffic citation. Even in our (very good) database of KBCOPS, I wouldn't have been able to find someone who had only been issued a traffic citation.

The ability to pull up a DMV photo from the car alone makes CJLEADS a great tool to have.

Officer J.E. Frisk

I made a traffic stop and both subjects in the vehicle provided me with NC license and ID. Both subjects had addresses in Morganton NC. Only one of the subjects had been arrested in Mecklenburg County but it was for something minor. Because of CJLEADS I was able to pull up their criminal histories in the counties where they had been arrested. Both subjects had numerous arrests for drugs, and one of the subjects had violent gun charges. With that information I decided to pat down the subjects and vehicle for weapons. During the pat down for weapons of the vehicle a hairspray bottle was located that contained over 57 grams of crack cocaine.

Without CJLEADS I would have never known the criminal history of these two subjects.

Det. D.A. Wright

This is a great tool. I hope that the program expands to include probation/parole information and other state's database. This tool will keep officers and the community safe. Great Job!

Officer L. Frye

The other night I was out with several subjects on motorcycles hanging out on a back street. I ran the names through NCIC but then ran them also through CJLEADS and one of the names had a Felony warrant out of Gaston County for B/E but the warrant was not entered into NCIC. CJLEADS caught it and we called Gaston County and sure enough the warrant was active and in hand. I have also had several subjects try and give me inaccurate information but with the CJLEADS I was able to correct it.

D. Harmon - Yes, CJLEADS has been very, very helpful in all areas.

Office G.S. Clarkson –

The first day I used it I made an arrest on a subject that without CJLEADS I wouldn't have been able to find him. I was able to identify another subject on a traffic stop that I couldn't have found in DMV.

Officer M. Putman –

This is Officer Putnam of CMPD. I have been an officer since 1986. CJLEADS is the best tool to assist law enforcement in quite a long time. I have used CJLEADS for about a month now. It has assisted me in making numerous arrests that I would not have been able to without the program. I feel that all officers should be authorized in using the program. The only drawback that comes with the program is that the systems will only stay logged on in our police vehicles for 30 minutes before automatically logging off. I wish that it could be changed so that we would be able to have access for a longer period in the vehicles. I will keep singing the praises of this program to other officers and command staff.

Det. F.D. Isaacs

This new look at offenders has great assisted me in not only locating possible suspects but confirming the identification of the same. A great tool and I suggest a helpful counter link so we can register our successes on the same.

Officer B. Russell

It is the most useful tool in my 22 years. Had a subject give me a false name. He did use his correct last name. Let him go then searched CJLEADS and due to the picture was able to acquire his real name and 3 outstanding warrants. He was then relocated. Too many other stories to list. Has increased my arrests.

Officer A.C. Planty

I made a traffic stop for speeding on a female by the name of <suspect name, DOB, NCDL #>. Her license was suspended. I checked her for warrants, but couldn't locate any. At the time of the stop, I had not attended the CJLEADS class. Now that I have attended the class, I run everyone I have pending court cases with.

In this case, I found that she also went by the name <suspect name>. Also, I found that she had a warrant out of Mecklenburg County for shoplifting and a warrant out of Robeson County for driving without a license. When she showed up for court the deputy confirmed the warrants and she was arrested in the courtroom. This is information I wouldn't have found if it weren't for the CJLEADS system. It is a great easy to use system. Feel free to include my story with the legislature and in your reports.

Durham County Sheriff –

CJLEADS helped in confirming the identity of a suspect and his accomplice by using the real time DMV data and DMV photos. I was given a license plate of a vehicle seen leaving an area and based on the plate I confirmed the accomplice's identity and immediately went to the accomplice's residence and located our suspect. I already had the most recent photos and the criminal history from DOC using CJLEADS which put us on alert due to the suspect having previous assaults on law enforcement officers. Having the added violent history, we were prepared and thus able to apprehend the suspect with no problems. This is one of the best tools we now have in law enforcement. I look forward to new editions of CJLEADS with more advanced features!

Garner PD – Officer B. Hanson

On New Year's day, in the early morning hours, I was investigating a motor vehicle collision in Garner, NC. The driver of one of the vehicles gave me a name and birthdate and said that this is who he was. However, a person who knew the person and another family member told me that his name was not the name that he had given me. Because I was able to pull up the DMV photos on both names given, I was able to learn his true identity. Through CJLEADS, I was also able to learn that the subject had an outstanding warrant for felony probation violation.

High Point PD

S. Brooks, Police Information Technician

I am employed at High Point Police Department. CJLEADS has been beneficial in finding that Failure to Appear papers are being issued on subjects that are already in custody somewhere in the state. I have been able to return the Order for Arrest back to the clerk.

G. Stallings, Supervisor, Administrative Assistant to the Court

I prepare District Attorneys for 1st Appearance and District Court with information about offenders – especially those with Domestic Violence activity or repeat violent activity. After the excellent training session on CJLEADS, I quickly began using information to give prosecutors and presiding judges a better understanding of offender's history. Just yesterday, a repeat violent offender who had been called-in by our Violent Crimes Task Force and warned to stop his violent crimes, was arrested for robbery while on probation. I quickly accessed the CJLEADS summary and the ADA commented how clear and concise the information was presented. The ADA added that she rarely has time during 1st Appearance Court to sort through the paperwork to find all the relevant information. She found the sex offender registry section very helpful and mentioned the actual sentence results with end dates, along with community corrections dates, particularly helpful. Our offender was given a million dollar bond largely because the information was so clearly presented to the judge.

It seems CJLEADS has hit the target with this database collection system and will be put to effective, everyday use. Thank you so much!

I'd also like to add how pleasantly surprised I was to find the training clear, concise, and relevant. I cannot think of a way to improve the introductory training session. I am a State-certified instructor and appreciate when others conduct succinct training. I've encouraged High Point's Pre-Trial Services and DA's Office to attend the training as soon as available.

Matthews PD – Sgt. D. Harrington

No good stories yet. But I came into the training not really feeling like this would do anything. Boy was I wrong. As soon as we left class I started using it. Love it so far!!!!!

Mint Hill PD – Officer J.D. Hathcock, School Resource Officer

Being an SRO at a large high school CJLEADS is invaluable for ease of use. It is such a pleasure to have all this information at my fingertips, without having to call numerous agencies for the help. Thanks

Person County Sheriff's Office – Det. M.C. Massey (Task Force Officer, DEA)

The first story that just comes to mind is an ongoing investigation in which a narcotics deal was witnessed by me and my unit in the DEA Raleigh Office. The subject in question was driving a vehicle in which dealer tags were assigned which is limited info on who may be driving the vehicle in question.   Surveillance was conducted in which we followed the subject for several hours, and actually visually watched him enter and exit an unnamed big box chain store. Photos were taken and we had a photo now of the subject. It was approximately 2am in the morning and I explained how I recently obtained CJLEADS training and had it pulled up on my laptop wirelessly. We eventually followed the subject to an unnamed residence which I then plugged the address into CJLEADS, within a few seconds, I had all of the info on the subject, let alone a current DMV photo (which was verified to be our target.) At the drop of a hat the info was right before me which I could process and further our investigation from there. This is just one of many uses I have had, in which CJLEADS aids me in investigations.

I sincerely hope that CJLEADS remains the way it is, with only upgrades and improvements to be done in the future. (i.e. fingerprint data base, photo lineup capabilities, and maybe even a mobile version or smartphone app)

Again CJLEADS is excellent and KUDOS to those that created, manage and continue to provide this valuable tool to Law Enforcement.

Raleigh PD

Officer A.C. Cook

I use CJLEADS every shift, especially since the DMV information was added. I can say for certain that plenty of average citizens have been saved a trip to jail thanks to the CJLEADS DMV information since I am finally able to view driver's license pictures of everyday people when I pull them over and they have forgotten their license. Just a few months ago it seemed like the only people who were saved a trip to jail were the people who had already been arrested since they were the only people with photo identification that I could access in CHIEFS. I am sure that there are more stunning success stories, but I feel like this small feature is really the one that is

the most important to the average law-abiding citizen who just happens to have one of those days when they forget their ID.

Senior Officer R.E. Jones
CJLEADS has been an extraordinary tool to use in the field of law enforcement.   I have been assisted in various ways using the technology of CJLEADS, namely having advanced knowledge of individuals in matters of law enforcement prior to engaging or enforcement action can be a tactical advantage for officers. Knowing the history of the subject prior to interaction permits the officer to enhance preparation in dialog during the investigatory process, thus aiding in officer's safety.

I was dispatched to a call where an elderly citizen suffering from dementia walked away from her residence, she could only remember her name and the name of her adult son with whom she lived with, not much more.   The senior citizen had crossed one of the most busy streets in North Raleigh during rush hour traffic.   Through the use of the tools provided in CJLEADS I was able to locate information on the son of the elderly citizen, find an address and return the senior citizen safely to her home.

I think having access to the information provided by CJLEADS can be an invaluable tool is serving the citizens of our communities.

Officer C. Walters
CJLEADS is an outstanding system. Being able to see criminal histories and photographs is extremely helpful. The DMV picture function is used on a daily basis to verify identities for people who don't have a photo id on them.

Officer T.D. Maddox

Unfortunately I do not have that one story, but what I can say is that CJLEADS is the tool I use most often to complete my investigations!

Roxboro PD – Officer C. Lynch
My name is Officer Christopher Lynch. I am a Patrol Officer with Roxboro Police Department. As of now, I have no extraordinary stories to share in regards to how CJLEADS has helped me. However, I will say that it is an outstanding system. A system that should be implemented into every department in North Carolina. If it were a national system, that would be incredible. On an everyday level, CJLEADS has allowed me to run various license plate and driver's license numbers without having to tie up my dispatchers. I have used it quite a bit when verifying a subject's identity. It also allows me to add subjects to my Watch List and keep a track of their activities. The system is very simple, easy to use, and practically fool proof. Or as we said in the Marines, "Grunt Proof". The system is quick, accurate, and quite frankly, fun to use, for the lack of better words. Thank you to all who have worked so hard in implementing the system.

Appendix D: Return on Investment Analysis

Category	Item	Type					Amount	Type	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
			Wake County Felony cases per year	time save per case (minutes)*	Time Saved in Hours per year	Hourly Rate	Estimated Saving per Year								
Automation	Post Pilot -Automation of offender (Wake)	Annual	14,500	10	2,417	30	$ 72,500	intangible		$ -	$ 72,500	$ 72,500	$ 72,500	$ 72,500	$ 72,500
Automation	Phase I - Additional 5 counties (Mecklenburg, Forsyth, Guilford, Orange, Durham)	Annual	72,500	10	12,083	30	$ 362,500	intangible		$ -	$ -	$ 362,500	$ 362,500	$ 362,500	$ 362,500
Automation	Phase II - Additional 1 county - Buncombe	Annual	14,500	10	2,417	30	$ 72,500	intangible		$ -	$ -	$ -	$ 72,500	$ 72,500	$ 72,500
Automation	Phase III - Additional 1 county - Cumberland	Annual	14,500	10	2,417	30	$ 72,500	intangible		$ -	$ -	$ -	$ 72,500	$ 72,500	$ 72,500
						Sub Total	$ -	$ -	$ -	$ 72,500	$ 435,000	$ 580,000	$ 580,000	$ 580,000
			Estimated Daily Offender Searches by LEO for five large counties *	time save per Offender search (minutes)*	Time Saved in Hours per year	Hourly Rate	Estimated Saving per Year								
Automation	Post Pilot - Automation of offender look up for Law Enforcement (Wake)	Annual	3,750	5	114,063	25	$ 2,851,563	intangible	0	$ -	$ 2,851,563	$ 2,851,563	$ 2,851,563	$ 2,851,563	$ 2,851,563
Automation	Phase I - Automation of offender look up for Law Enforcement (5 counties)	Annual	18,750	5	570,313	25	$ 14,257,813	intangible	0	$ -	$ -	$ 14,257,813	$ 14,257,813	$ 14,257,813	$ 14,257,813
Automation	Phase II -Automation of offender look up for Law Enforcement (1 county - Buncombe)	Annual	3,750	5	114,063	25	$ 2,851,563	intangible	0	$ -	$ -	$ -	$ 2,851,563	$ 2,851,563	$ 2,851,563
Automation	Phase II -Automation of offender look up for Law Enforcement (1 County - Cumberland)	Annual	3,750	5	114,063	25	$ 2,851,563	intangible	0	$ -	$ -	$ -	$ 2,851,563	$ 2,851,563	$ 2,851,563
						Sub Total	$ -	$ -	$ 2,851,563	$ 17,109,375	$ 22,812,500	$ 22,812,500	$ 22,812,500	
Avoided Costs			Number of Potential Lives Saved		Value of a Life	Total Value									
Cost Avoidance	Post Pilot - Save four lives with integration of offender information	Annual	4		$ 1,125,000	$ 4,500,000	intangible		$ -	$ 2,250,000	$ 4,500,000	$ 4,500,000	$ 4,500,000	$ 4,500,000	
				Avoided Costs Sub Total	$ -	$ -	$ 5,174,063	$ 22,044,375	$ 27,892,500	$ 27,892,500	$ 27,892,500				
Pilot Development Cost															
ANNUAL															
Actual Pilot Development							$ 2,128,091	$ 7,643,027							
Estimated Costs - Pilot Development - PPM Tool									$ 8,566,971	$ 6,350					
Estimated Costs - Internal Operational Cost - Full Production Implementation									$ 293,117	$ 8,993,650	$ 9,000,000	$ 9,000,000	$ 9,000,000		
Estimated Costs - Migration Costs (Expansion Request FY 2011-2012										$ 2,772,732	$ 326,732	$ 326,732	$ 326,732		
				Annual Total Costs	$ 2,128,091	$ 7,643,027	$ 8,860,088	$ 11,772,732	$ 9,326,732	$ 9,326,732	$ 9,326,732				
				Annual Implementation Savings	$ -	$ -	$ 5,174,063	$ 22,044,375	$ 27,892,500	$ 27,892,500	$ 27,892,500				
CUMULATIVE															
Total Costs							$ 2,128,091	$ 9,771,118	$ 18,631,206	$ 30,403,938	$ 39,730,670	$ 49,057,402	$ 58,384,134		
Implementation Savings							$ -	$ -	$ 5,174,063	$ 27,218,438	$ 55,110,938	$ 83,003,438	$ 110,895,938		
Return							$ (2,128,090.55)	$ (9,771,117.55)	$ (13,457,143.05)	$ (3,185,500.05)	$ 15,380,267.95	$ 33,946,035.95	$ 52,511,803.95		
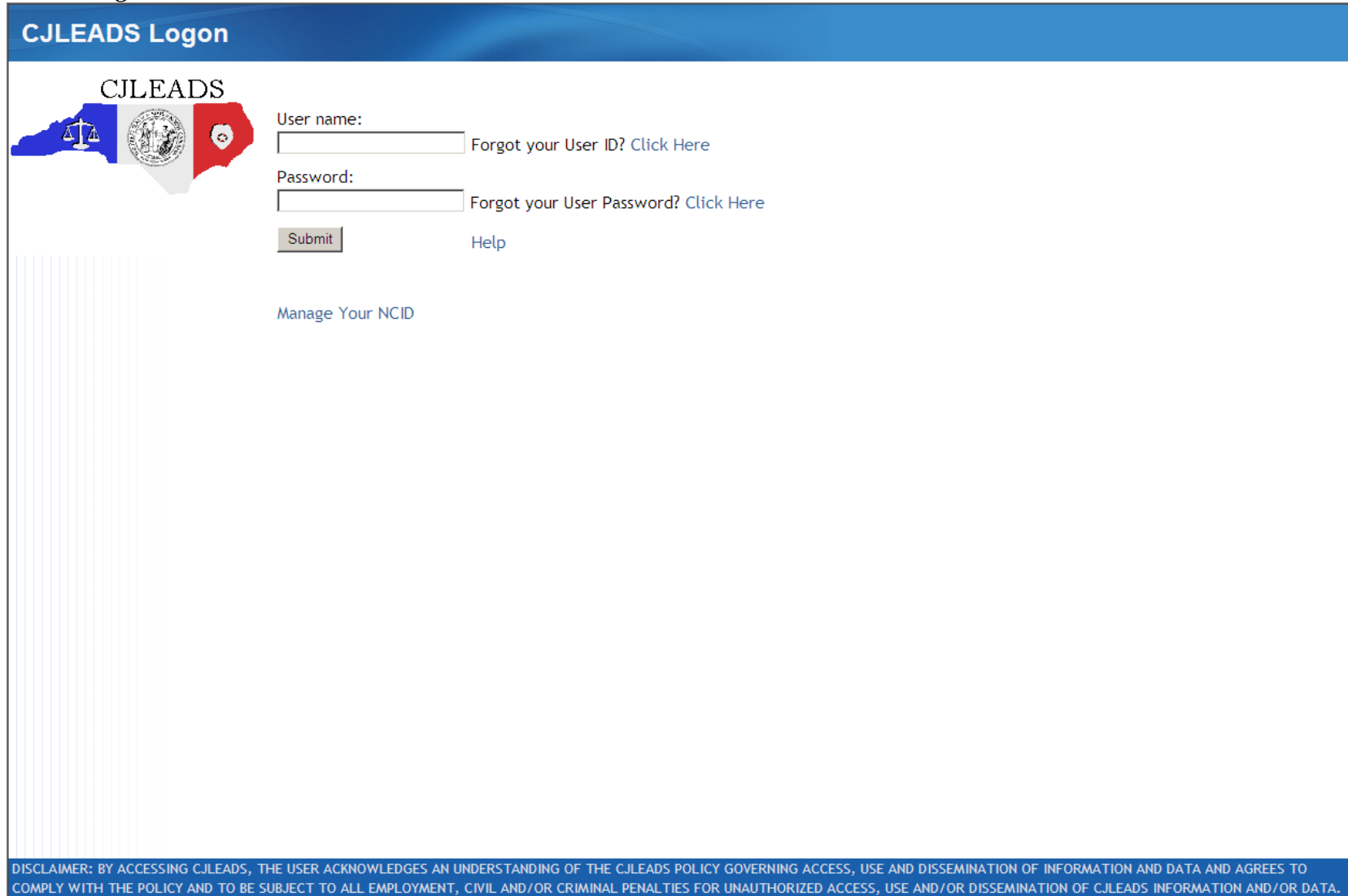
Automation In a memo received from Wake County courts, the estimated saving in resource time is 33% per case. The savings realized will not result in a reduction in work force, rather a time and efficiency savings.

Last calendar year 14,677 felony case were brought before Wake County. Each case takes approximately 30 minutes to research. Improving the information flow will result in improved information and better decision making.

Estimates for law enforcement queries are based on initial months of activity in Wake County.

* FY 2011 savings are full year for Wake County only

Cost The cost of a human life is estimated at 1.125 million.   Computation of Human Life value requires a detailed analysis of many factors.

For simplicity if an individual is murdered at 35 and has 30 years of future income of which 75% is spent on his/her family then the value of the life would equal (30*(50,000*.75)) The value of a human life would equal 1,125,000

Appendix E: CJLEADS – Sample Screens

CJLEADS Login Screen

CJLEADS Logon

CJLEADS

User name:

[   ]   Forgot your User ID? Click Here

Password:

[   ]   Forgot your User Password? Click Here

[Submit]   Help

Manage Your NCID

DISCLAIMER: BY ACCESSING CJLEADS, THE USER ACKNOWLEDGES AN UNDERSTANDING OF THE CJLEADS POLICY GOVERNING ACCESS, USE AND DISSEMINATION OF INFORMATION AND DATA AND AGREES TO COMPLY WITH THE POLICY AND TO BE SUBJECT TO ALL EMPLOYMENT, CIVIL AND/OR CRIMINAL PENALTIES FOR UNAUTHORIZED ACCESS, USE AND/OR DISSEMINATION OF CJLEADS INFORMATION AND/OR DATA.

- *Available via the Web*
- *Secured for use by criminal justice professionals only*

The information provided is test data for demonstration purposes only.

CJLEADS Search Screen

| [Law Enforcement] - Pending Training | Logout | Preferences | Announcements | Help |

Alerts | **Search** | **My Watchlist** | **Reports**

Criminal Justice - Purpose ▼

▼ Personal Identifiers

Last name: | last name
First name: | first name
Middle name: | middle name
Street address: | ##
| street name, unit ##
City: | city
State: | ▼
ZIP: | 5-9 digit ZIP Code
Gender: | ▼
Age/Range: | ### +/- 5 ▲▼ (years)
Birth date: | mm / dd / yyyy

▼ IDs

SSN: | ### - ## - ####
DL: | NC ▼ license #
SID: | SBI ID #
FBI ID: | FBI ID #
DOC ID: | DOC ID #
SRN: | Sex Offender #

▼ Cases

Search | **Clear**

Offender Results | **DMV Results**

INFORMATION PROVIDED IN CJLEADS HAS BEEN COMPILED FROM MULTIPLE SOURCE SYSTEMS. FOR DATA VERIFICATION, PLEASE REFER TO THE SYSTEM OF RECORD.

- *Allows the user to enter search criteria*

The information provided is test data for demonstration purposes only.

CJLEADS Search Results Screen

- *Provides a list of offenders meeting the search criteria*
- *The Criminal Justice Professional reviews the results and selects the person of interest*

The information provided is test data for demonstration purposes only.

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CJLEADS Summary Screen

Offender info for: JOHN JULIAN PORTER

JOHN JULIAN PORTER 📋 *AWC* OFA SOR GNG

SSN: XXX-XX-1111   FBI ID: 122233JB1   SID: NC9988776A   Age: 34   DOC ID: 0327401   DL: NC-16400000

[Lookup] [Print] [Add to Watchlist]
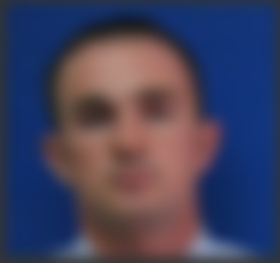
Summary | Timeline | Court Records | Outstanding | Jail | Prison | DV | ComCorr | SOR | Gangs | Marks

JOHN JULIAN PORTER ___ *AWC* OFA SOR GNG

Address:	801 N OAK STREET, DURHAM, NC 27707 ...		
Birth date:	01/01/1976	FBI ID:	122233JB1
Age:	34	SID:	NC9988776A
Race:	BLACK	SSN:	XXX-XX-1111
Gender:	MALE	DL:	NC-16400000
Height:	67	DOC ID:	0327401
Weight:	219	Concealed:	DATA NOT AVAILABLE
Eyes:	BROWN	SRN ID:	R01
Hair:	BLACK	Occupation:	

[More...]

DOC 03/30/2009 ➡

Outstanding Processes	NC Court Records	Jail
Unserved Processes - 0	Pending - 2	Current - No
Felony - 0	Disposed - 64	Previous - Yes
Misdemeanor - 0		Escaped - No
Infraction - 0		
Traffic - 2		

Prison	Community Corrections	Sex Offender Registry
Current - Yes	Current - No	Pending Registration - No
Previous - Yes	Previous - Yes	Active Registration - Yes
Escaped - No	Absconded - No	Prior Registration - Yes
		Registration Type - AGGRAVATED OFFENDER
		Registration Contact Agency - Wake

Marks / Scars	Gang Affiliations	Domestic Violence
Yes	Yes	Case(s) - 3

- *A summary of the individual is displayed*

- *Items highlighted in red alert the criminal justice professional to information that may be of importance*

- *The criminal justice professional may view detailed information by selecting a tab at the top of the screen or clicking on one of the boxes at the bottom of the screen*

The information provided is test data for demonstration purposes only.

CJLEADS Court Records Screen

Offender info for: JOHN JULIAN PORTER

JOHN JULIAN PORTER 📋 AWC OFA SOR GNG   Filter search results 🔍   67 of 67   [Lookup] [Print] [Add to Watchlist]

SSN: XXX-XX-1111   FBI ID: 122233JB1   SID: NC9988776A   Age: 34   DOC ID: 0327401   DL: NC-16400000

| Summary | Timeline | Court Records | Outstanding | Jail | Prison | DV | ComCorr | SOR | Gangs | Marks |

⦿ Case view ◯ Offense view

Case status	County	Court file #	Process type	SID	Primary offense date	Primary charged offense type	Primary charged offense	Primary convicted offense type	Primary convicted offense	Primary disposition	Primary disposition date	Last court date
PENDING	WAKE	08CR726975 +	Citation	N	06/12/2008	Traffic	DRIVE/ALLOW MV NO REGISTRATION			" "	" "	03/18/2010
PENDING	WAKE	08CR726974 +	Citation	N	06/12/2008	Traffic	DWLR			" "	" "	03/18/2010
DISPOSED	DURHAM	09CR48242	Warrant	Y	08/02/2009	Misdemeanor	COMMUNICATING THREATS			DISMISSAL BY DA	09/09/2009	10/01/2009
DISPOSED	DURHAM	09CRS48241 +	Indictment	Y	08/02/2009	Felony	ASSAULT BY STRANGULATION	Felony	ASSAULT BY STRANGULATION	Guilty	01/15/2010	11/02/2009
DISPOSED	DURHAM	09CR48240 +	Warrant	Y	08/02/2009	Misdemeanor	COMMUNICATING THREATS			DISMISSAL BY DA	09/09/2009	10/01/2009
DISPOSED	DURHAM	09CRS48239 +	Indictment	Y	08/02/2009	Felony	FIRST DEGREE BURGLARY	Felony	FIRST DEGREE BURGLARY	Guilty	01/15/2010	11/02/2009
DISPOSED	DURHAM	08CR51711 +	Warrant	Y	09/17/2008	Felony	MALICIOUS CONDUCT BY PRISONER	Misdemeanor	ASSAULT GOVT OFFICIAL/EMPLY	Guilty	12/17/2008	12/17/2008
DISPOSED	DURHAM	08CR51710 +	Warrant	Y	09/17/2008	Misdemeanor	COMMUNICATING THREATS	Misdemeanor	COMMUNICATING THREATS	Guilty	12/17/2008	12/17/2008
DISPOSED	DURHAM	08CR8408 +	Citation	N	07/26/2008	Traffic	DWLR			DISMISSAL BY DA	01/15/2010	07/16/2009
DISPOSED	DURHAM	08CR8306 +	Citation	N	07/18/2008	Traffic	OPERATE			DISMISSAL	01/15/2010	07/16/2009

- *The history summary screen provides a list of cases and information for the individual*
- *The criminal justice professional can "drill into" detailed case information by double clicking on a specific case*

The information provided is test data for demonstration purposes only.

CJLEADS Community Corrections Summary and Detail Screen

- *The Community Corrections summary and detail screens provide probation, parole, and post sentence release information for the individual*
- *The criminal justice professional can "drill into" a sentencing period by double clicking on a specific case*

The information provided is test data for demonstration purposes only.

CJLEADS Timeline Screen

- *The timeline screen provides a visual representation of an individual's criminal information.*

CJLEADS DMV Driver License

DMV info for: JOHN JUILIAN PORTER

JOHN JUILIAN PORTER

Address:	801 N. OAK STREET, DURHAM, NC 27707	DL Status:	SUSPENDED
Birth Date:	01/01/1976	County:	DURHAM
Age:	35	DL:	000003048226
Race:	AFRICAN-AMERICAN	Orig Issue Date:	03/03/1992
Gender:	MALE	Points:	03
Height:	67	Non Resident Military:	NO
Eyes:	BROWN	Out-of-State License:	
Hair:	BROWN		

Lookup   Print

License Detail (2) | Driver's History (24) | RDL SI/CDLIS (16) | Vehicles (3)

Filter License Detail   2 of 2

Class	Group	Type	Status	Issuance Date	Expiration Date	CDL	Disqualified	Probation	Limited Privilege	Conditional Restriction	Endorsement	Restrictions	Certificate Transaction Number	Certificate Number	Certificate Expiration Date
B		O	SUSPENDED	03/03/2006	03/03/2011	N	N	N	N	N		1			
C		O	SUSPENDED	03/03/2006	03/03/2011	N	N	N	N	N		1			

- *The DMV driver's license screen provides license and driving history information as well as photographic image for authorized users.*

The information provided is test data for demonstration purposes only.

CJLEADS DMV Vehicle Registration

- *The DMV vehicle registration screen provides vehicle, lien, registration and DMV stop information.*

The information provided is test data for demonstration purposes only.

CJLEADS Night Vision

- *Night vision provides a reverse image screen that reduces illumination of a law enforcement officer at night and prevents "night blindness."*

The information provided is test data for demonstration purposes only.